



Waukesha County Circuit Court Services Strategic Plan 2020-2022

Waukesha County's departmental Strategic Plans guide the work of the organization toward achievement of its overall goals.



“The mission of the Circuit Court Services is to serve the citizens of Waukesha County by providing superior justice support service and assistance to all court system participants in a timely, efficient and ethical manner, and to enhance public confidence in our justice system.”

- Monica Paz, Clerk of Circuit Court



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Reader's Guide: How to read the Strategic Plan

Thanks for reading Waukesha County Circuit Court Services Strategic Plan.

This document provides an overview of what Waukesha County leadership aims to achieve over the next three years and how this Department aims to meet those goals.

Note: Consider this Strategic Plan a high-level look at problem-solving initiatives. As such, a reader may not encounter data on all departmental activities (as found in an Operational Plan.) We [welcome your questions and feedback](#) any time!

What's an Objective?

In this Strategic Plan, an Objective is a milestone to be reached. It must be **specific, measurable, attainable, realistic, and time-bound** (aka **SMART**).

Each objective appears in two places: In [a list that shows all of our goals in one place](#), and on its own page (example below, right).

Owner: The member of our team that is accountable for this Objective.

Feel free to contact Waukesha County to discuss any objective – just ask for the person listed here. We do the very same!

Strategy: What must be accomplished in order to achieve our objective.

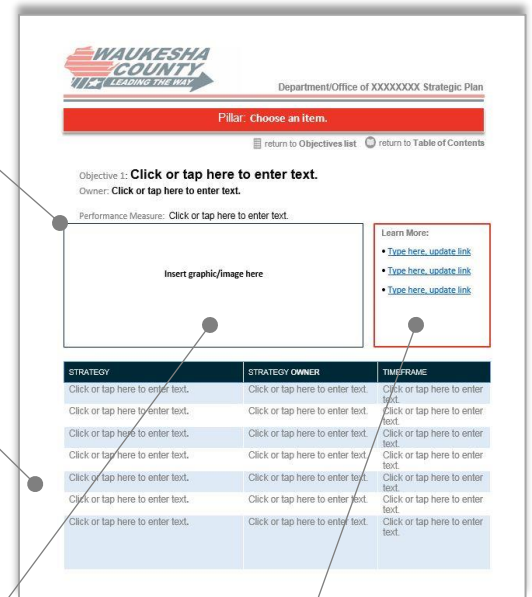
A company that sells fruit snacks may set an objective to "increase sales." One of their strategies is to pioneer new points of sale beyond supermarkets and vending machines, like commercial air travel, pizza delivery, and pro sporting events.

Like each Objective, a Strategy has an **owner** who guides efforts for its completion and success. Find this in the center column.

In the right-hand column, please find the **timeframe** for each strategy. This represents each strategy's deadline.

Performance measures:

A graphic or image show the progress and status of each Objective's success.



Waukesha County
Department/Office of XXXXXXXX Strategic Plan

Pillar: Choose an item.

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Objective 1: Click or tap here to enter text.
Owner: Click or tap here to enter text.
Performance Measure: Click or tap here to enter text.

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Learn More:
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STRATEGY	STRATEGY OWNER	TIMEFRAME
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Learn More:

Jump to supporting resources found in this Strategic Plan's appendices, on WaukeshaCounty.gov, or elsewhere!

How to read the Strategic Plan continued

The origin of each Objective

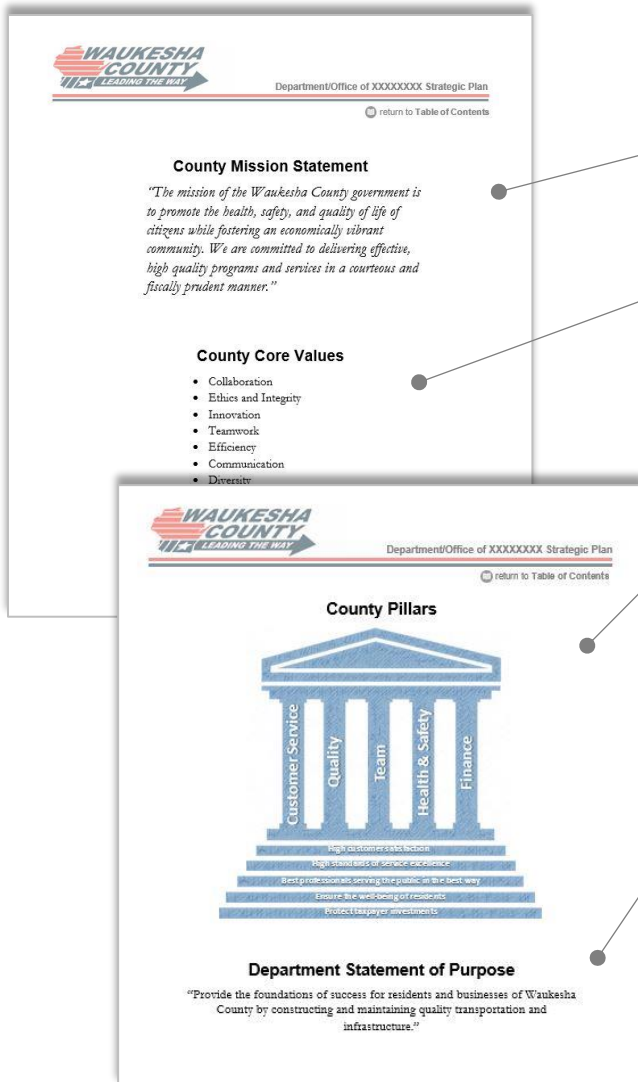
In each of Waukesha County's Departmental Strategic Plans, a pair of pages bears the principles and promises that guide our Objectives:

- Waukesha County's [Mission Statement](#). The big picture.
- Waukesha County [Standards of Excellence](#), the principles we observe on our path to completing our mission.
- Waukesha County's [Five Pillars of Success](#), our framework for identifying core priorities and establishing program goals.
- Department's [Statement of Purpose](#). Each department completes a Strategic Plan. Each declares its own "mission" here.

How is the objective shaped by the "environmental scan"?

Environmental scan (n): Monitoring of an organization's internal and external environments for detecting early signs of opportunities and threats that may influence its current and future plans.

Find environmental scan data summarized in this document's [Appendix](#) sections.





Transmittal Letter

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December 30, 2020

Waukesha County Executive Paul Farrow
Waukesha County Board
Waukesha County residents and visitors

We are pleased to be able to present to you the 2020-2022 Waukesha County Circuit Court Services Strategic Plan. The intent of this Plan is to communicate the strategic direction for the Circuit Court Services Department through the identification of specific goals.

Court systems must be willing to make changes and utilize new approaches, and technology that will make us more efficient, and allow us to achieve the standards of service excellence we strive for. Through a continued focus on results for our customers and effective utilization of our personnel and technology resources, we will continue to pursue aggressive goals and make necessary adjustments to meet our current and foreseeable challenges. This strategic plan aims to take into consideration the ever-changing environment we find ourselves in and build upon our strengths.

We plan to use our strategic plan to improve our organization, shape our annual budget and set individual employee performance goals. This plan will provide the roadmap for Circuit Court Services' future success while working within the framework of the County's pillars and standards of excellence.

I would like to sincerely thank our staff who helped create this plan.

If you have any questions regarding our Strategic Plan, please feel free to contact me at 262-970-6676.

Respectfully submitted,

Monica Paz

Monica Paz
Waukesha County Clerk of Circuit Court

Environmental Scan Summary

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The Circuit Court Services approach to environmental scanning began with thorough reviews of strategic plans, developments, and objectives from other nationwide judicial entities on both a micro and macro level including:

- National Center for State Courts Roadmap to Justice 2020-2021
- Federal Judiciary Strategic Plan 2020
- Other State Judicial Branch Strategic Plans

With this review of strategic plans, and considering how these agencies intended to apply those plans to their judicial responsibilities, a few common themes stood out that tied into our own local objectives:

- Accountability & Transparency
- Respect & Integrity
- Knowledge & Education
- Technology & Innovation

Additionally, we reviewed the Wisconsin Court system's own PPAC Critical Issues 2020-2022 planning priorities report and CCAP's 2020 Annual Plan Projects report to project commonalities in local initiatives such as:

- Upgrading and implementation of courtroom technology
- Courthouse security improvements
- Research & Data Analysis used in Evidence-based decision making
- Expansion of Customer Service resources

Finally, we considered challenges facing us in the near future that may effect daily operations including:

- Increasing Criminal case levels
- COVID-19 related process responses
- Streamlining of interpretation services
- Service delivery
- Renovation of the Courthouse

These ideas were categorized into a PEST (Political, Economic, Social and Technological) framework, and then analyzed using a SWOT (strength, weakness, opportunity, threat) matrix to generate implementation possibilities and to evaluate positive/negative impact on our continued operations. By sorting each of these factors into positive opportunities and/or potential barriers, Circuit Court Services was able to identify exactly how court-specific business and policy initiatives fit into the overall strategic plan of the County, and also tie into the Waukesha County Pillars of:

- Customer Service
- Quality
- Team
- Health & safety
- Finance

By continuously assessing these internal and external improvement areas, Circuit Court Services acknowledges that planning for future needs is a dynamic and fluid process, and that environmental scanning allows us to envision and embrace change. We look forward to working with our Court Officials, County Administration and Policy makers, and our Justice System partners in building the future.

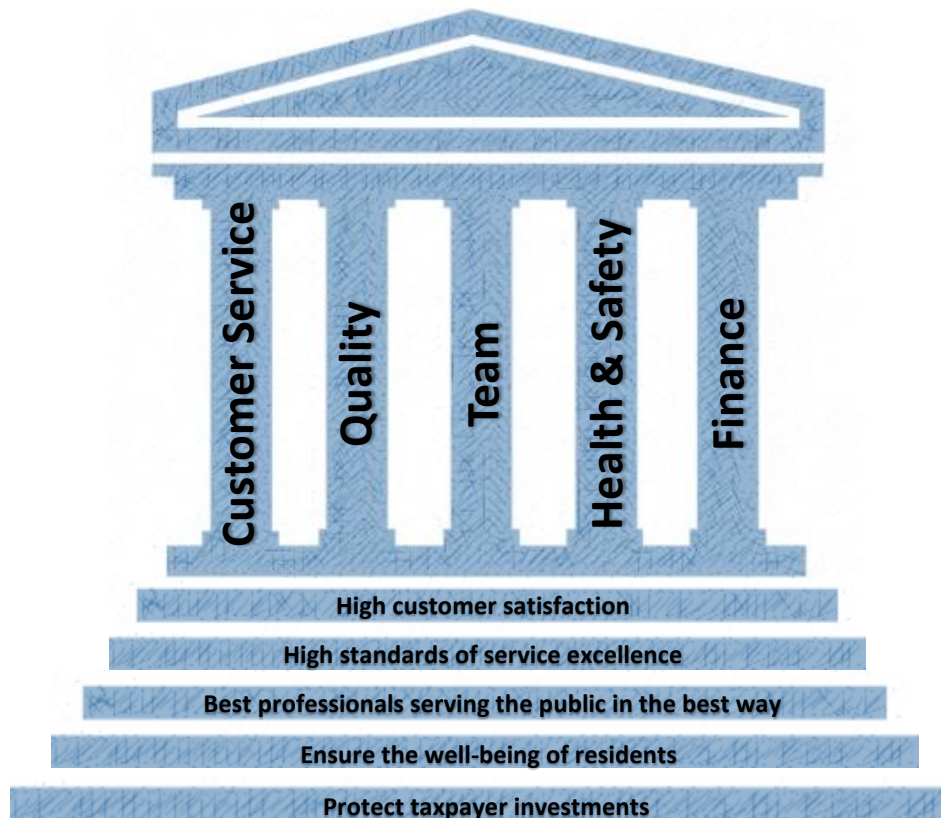
Waukesha County Mission Statement

“The mission of the Waukesha County government is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner.”

Standards of Excellence

- Teamwork & Collaboration
- Communication
- Innovation
- Ethics & Diversity
- Efficiency & Cost Savings
- Well-being

County Pillars



Waukesha County Circuit Court Services Statement of Purpose

"Circuit Court Services is responsible for coordinating and managing the business and financial operations of the Waukesha County Circuit Courts. The State Constitution, state statutes, state Supreme Court rules, court orders, and county policies generally prescribe the duties of this department.

All of our efforts as state and county employees of the Wisconsin Circuit Court System are dedicated to preserving the constitutional protections of our citizens and residents, enforcing the duly enacted laws of the state, aiding the resolution of private and public disputes, and maintaining the integrity and public trust of an independent judiciary in our democratic political system."

Strategic Objectives at a glance

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Customer Service Focus

- 1) Solicit input on operations and improvements from customers and business partners
- 2) Improve electronic payment and payment management services for customers
- 3) Plan and program for improved security, people flow, service delivery, and way-finding in Courthouse Tower and existing courthouse
- 4) Review and improve access and communication of legal services and assistance

Service Quality Focus

- 1) Collaborate on business application improvements with court system technologies
- 2) Develop and manage court operations performance Dashboard
- 3) Continue expansion and use of on-line legal publications and legal research
- 4) Participate in Courthouse Addition Planning and Construction Project to ensure the building serves the future needs of courts
- 5) Continue transitioning to fully electronic case files in all case types and all business areas

Team Focus

- 1) Continuously expand and improve cross-training in all areas
- 2) Promote and recognize employee engagement and employee commitment to county Standards of Service Excellence
- 3) Review and improve options for a higher level of internal communication of courts activities and news

Health & Safety Focus

- 1) Focus on Criminal Justice process and service improvements through CJCC committees
- 2) Expand functionality and integration of video appearance tools in court proceedings
- 3) Update the Circuit Court Services Business Disruption and Continuation Plan
- 4) Update information and operating procedures specific to the Civilian Bailiff Program
- 5) Participate in County decisions related to transition of 17 year old defendants from jail to juvenile custody
- 6) Assess and develop options for addressing Secondary Trauma concerns for Jurors and court staff

Finance Focus

- 1) Continue to develop uniform payment and delinquent payment recovery processes across all court divisions
- 2) Review and develop efficient scheduling and payment parameters for all court interpreter services
- 3) Review and improve case scheduling practices to address case disposition backlogs and efficient use of all collateral services
- 4) Review financial functionality of CCAP application in advance of a system-wide re-design
- 5) Assess performance of internal and external account collection options

Strategic Objectives

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Pillar: Customer Service

Objective 1: Solicit input on operations and improvements from customers and business partners

Owner: Clerk of Circuit Court

Performance Measure/Business Improvement: Attain County customer service survey results above a 4.65.

STRATEGY	STRATEGY OWNER	TIME FRAME
Conduct surveys of justice partners and court users to gather focused feedback to help identify issues and trends, determine perceptions about programs and operations, gain insight into needs, and assess the areas where the organization is succeeding or needs to improve.	Clerk of Circuit Court (COC), Court Management Team	2020-2022
Enhance Court's website to provide a more robust experience for visitors by providing the information they are seeking through self-service tools and web applications while simultaneously reducing staff time dedicated to customer related activities and increasing access to the Courts.	Court Management Team	2020-2022
Increase the number of online Jury Exit Surveys.	Jury Coordinator	2020-2022
Development of Circuit Court Services Customer Service Training Program.	COC, Jury Coordinator, Court Management Team	2020-2022
Create a customer service annual survey for attorneys that incorporates eFiling and Court functions.	COC, Court Management Team, Bench Bar, State Public Defender (SPD)	2020-2022
Modify the online voluntary juror exit survey to improve the program based on feedback.	Jury Coordinator, IT Professional, Program & Project Analyst (PPA)	2020-2022

Pillar: Customer Service

Objective 2: Improve electronic payment and payment management services for customers.

Owner: Circuit Court Business Manager

Performance Measure/Business Improvement: Our business goals are to ensure that:

- 1) Functional impediments to customer receivable information and their ability to submit payment are minimized.
- 2) Payment and payment in full expectations are clear and enforced by staff and court officials.
- 3) Available technical enhancements are considered and implemented as part of an on-going CCAP application upgrade.
- 4) Electronic payment activity, payment totals, and total receipts increase.

STRATEGY	STRATEGY OWNER	TIME FRAME
Review and develop specific payment metrics to assess differences across receivable types and divisional receipting practices to establish options for improving payment convenience and payment timeliness.	Circuit Court Business Mgr. Circuit Court Business Center Coordinator	Aug 2021 – Feb 2022
Survey other counties and solicit information on best practices that are utilized for payment efficiency.	Courts Business Team	2021-2022
Review payment strategies with divisional management and judiciary to validate issues and obtain commitment for recommended improvements.	Courts Business Team and Clerk of Circuit Court	2021-2022
Plan and program consolidation of customer assistance and payment services into the design of the Courthouse Renovation project.	Courts Business Team	2021-2022
Review both county and state web site and payment direction for improved information and direction.	Courts Business Team and Program & Project Analyst	2021-2022
Participate in development of CCAP financial system application improvements and re-design meetings to create additional application functionality.	Courts Business Team and Clerk of Circuit Court	2021-2022
Combine findings from various strategies, implement payment improvements, and assess success for customer services and departmental fiscal impact.	Courts Business Team and Clerk of Circuit Court	Q4 2021- 2022

Pillar: Customer Service

Objective 3: Plan and program for improved security, people flow, service delivery, and way-finding in Courthouse Tower and existing Courthouse.

Owner: Kevin Smith

Performance Measure/Business Improvement:

- 1) Take all necessary steps to ensure wayfinding decisions are fact-based on researched data.
- 2) Robust RFP can be posted taking all avenues of wayfinding development into consideration.
- 3) Increase in customer utilization of system to find appropriate destination without the need of additional staff/security direction.

STRATEGY	STRATEGY OWNER	TIME FRAME
Research established courthouse wayfinding methods in other courthouses for local application based on functional environment.	PPA, IT Professional	2021-2026
Develop processes to collect customer arrival/current signage usage for service delivery optimization.	PPA, Court Management Team	2021-2026
Establish team of various stakeholders to meet on a bimonthly basis to ensure all wayfinding needs are being met.	COC, Stakeholders	2021
Discuss kiosk options including physical orientation and application design.	COC, Stakeholders	2021-2026
Build external web tool and draft standards for internal review.	COC, Stakeholders	2021-2026



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Pillar: Customer Service

Objective 4: Review and improve access and communication of legal services and assistance.

Owner: Paul Nowakowski

Performance Measure/Business Improvement: Increase quality of information provided thereby reducing in the number of cases scheduled for Order to Show Cause calendars.

STRATEGY	STRATEGY OWNER	TIME FRAME
Partner with the Waukesha County Bar Association to obtain commitments from local attorneys to staff a legal clinic for probate matters.	Register in Probate (RIP), Bench Bar	2020-2021
Provide training sessions for pro se personal representatives, guardians, and new GAL's quarterly.	RIP	2021-2022
Discuss and build presentation options.	RIP	2021-2022

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Pillar: Quality

Objective 1: Collaborate on business application improvements with court system technologies.

Owner: Clerk of Circuit Court

Performance Measure/Business Improvement: Improve through technology innovations to the lifecycle of court case management.

STRATEGY	STRATEGY OWNER	TIME FRAME
Research and test Consolidated Court Automation Programs (CCAP) enhancement and new tools as they become available to determine the impact on current service delivery and benefits of upgraded or new tools. Test, train and implement as approved.	Courts Team	2020-2022
Case Tools	Courts Team	2020-2022
Judicial Dashboard Enhancements	Courts Team	2020-2022
Network Enhancements	Courts Team	2020-2022
Increase efficiencies with new Kids Information Data System (KIDS) interface build.	FA/CV Chief Deputy, Family Supervisor, Child Support	2021-2022
Leverage Audio Video Bridge (AVB) standards to implement digital A/V systems in new secure courtrooms.	Courts A/V Team	2021-2022
Integrate new Digital Audio Recording systems (DAR) in all 8 of the new courtrooms in the secure courthouse addition.	Chief Judge, IT Professional	2021-2022
Utilize digital signage, touch-enabled kiosks, and wayfinding solutions to provide efficient people flow within the new addition.	Courts A/V Team	2021-2022

Pillar: Quality

Objective 2: Develop and manage court operations performance Dashboard.

Owner: Clerk of Circuit Court

Performance Measure/Business Improvement:

Review the use of current National Center for State Courts (NCSC) tools for defining and measuring activity and performance outcomes.

- 1) Access and Fairness
- 2) Clearance Rates
- 3) Time to Disposition
- 4) Age of Active Pending Caseload
- 5) Trial Date Certainty
- 6) Reliability and Integrity of Case Files
- 7) Ensuring Fairness in Legal Financial Obligations
- 8) Management of Legal Financial Obligations
- 9) Fair Practices for Legal Financial Obligations
- 10) Effective Use of Jurors
- 11) Court Employee Satisfaction
- 12) Cost Per Case

STRATEGY	STRATEGY OWNER	TIME FRAME
Prioritize efforts to develop metrics to monitor and measure key performance measures related to legal system services, court case management, business activity, financial activity, juror and customer services.	Court Management Team	2020-2022
Identify, and staff teams and task them with specific areas of data collection and reporting.	Subject matter expert Teams	Q2 2021
Coordinate data aggregation and determine what tool or tools will be used to take the information and format for publication and viewing.	Court Mgmt. Team and Technology Team	Q4 2021 – Q1 2022
Determine effective practices to use these “dashboards” to communicate and improve our operational policies and business processes, and to coordinate services better with various justice system partners.	Court Management Team, Court Officials, and Justice Partners	2022

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Pillar: Quality

Objective 3: Continue expansion and use of on-line legal publications and legal research.

Owner: Lauren Kozlowski

Performance Measure/Business Improvement: Provide for access and manage/improve fiscally.

STRATEGY	STRATEGY OWNER	TIME FRAME
Transition to 2 full law judicial libraries with the remaining publications available electronically.	Lauren Kozlowski, Business Manager, Court Officials	2020-2026
Increase the number of online publications and explore which publications can be found online.	Lauren Kozlowski, Business Manager, Court Officials	2020-2026
Coordinate final library services with the new Court Secure tower.	Lauren Kozlowski, Business Manager, Court Officials	2020-2026

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Pillar: Quality

Objective 4: Participate in Courthouse Addition Planning and Construction Project to ensure the building serves the future needs of courts.

Owner: Clerk of Circuit Court

Performance Measure/Business Improvement:

- 1) Identify and implement a plan to utilize existing offices to create maximum efficiencies within a functional space.
- 2) Provide additional opportunities for customer service improvement.
- 3) Identify opportunities for consolidated business operations to ensure continuity of operations during and after completion of the Construction Project.

STRATEGY	STRATEGY OWNER	TIME FRAME
Participate in design phase of Step 2 renovations of the existing courthouse.	COC, Court Management Team	2020-2021
When a decision is made on which 8 courtrooms will move over to the Secure Court Tower - plan for movement.	Chief Judge, COC, Lauren Kozlowski, Branch Staff.	2020-2021
Participate in programming phase of Step 2 renovations of the existing courthouse.	COC, Court Management Team	2021-2023
Transition to secure tower	COC, Court Managers	2021
Seek opportunities for consolidation of duties across Court units and possible mergers to create operational efficiencies and enhance training opportunities for all staff.	COC, Court Managers	2020-2026
Empower staff to suggest / make process improvement changes.	COC, Court Managers	2020-2026

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Pillar: Quality

Objective 5: Continue transitioning to fully electronic case files in all case types and all business areas.

Owner: Chief Deputy Clerk Francesca Backus

Performance Measure/Business Improvement:

- 1) Begin utilizing CCAP Purge Function.
- 2) Increase the number of full time and temporary staff participating in Family and Probate Division scanning initiatives.

STRATEGY	STRATEGY OWNER	TIME FRAME
Develop and implement electronic file purging procedures according to SCR.	Court Management Team	2020-2026
Work with staff, judges and management to determine what record retention and file destruction policies will work best for Waukesha County.	COC, Court Management Team, Staff, Judges	2021
Utilize CCAP Purge Function, excluding financial and jury records, to remove all case information and electronic files from CCAP as appropriate.	Court Management Team	2021-2026
Continue to implement quarterly scanning and auditing challenges to complete Family Division project related to electronic retention of all cases.	Francesca Backus and Brittany Marin	2021-2023
Hire and train additional temporary clerical staff to assist with the scanning and auditing of Family Division files.	Francesca Backus and Brittany Marin	2021
Hire and train additional temporary clerical staff to assist with the scanning and auditing of Probate Division files.	Paul Nowakowski	2021

Pillar: Team

Objective 1: Continuously expand and improve cross-training in all areas.

Owner: Chief Deputies

Performance Measure/Business Improvement:

- 1) Increase number of LEAN procedures available across all divisions.
- 2) Ensure overall effectiveness of training program, specifically as it relates to the Senior Administrative Specialist (Deputy Clerk) position.
- 3) Number of Senior Administrative Specialists (Legal Clerks) successfully cross-trained to cover judicial branch calendars, including treatment courts.
- 4) Number of Senior Administrative Specialists (Deputy Clerks) successfully cross-trained to cover commissioner calendars.
- 5) Number of Senior Administrative Specialists (Commissioner Deputy Clerks) successfully cross-trained to cover judicial branch calendars, including treatment courts.
- 6) Ensure continuity of operations by focusing on the key position of Business Manager, through the transfer of knowledge and workforce transition of appropriate financial functions to the Circuit Court Division Coordinator.

STRATEGY	STRATEGY OWNER	TIME FRAME
Continuously advance cross-training initiatives in all areas. Seek opportunities for shared responsibilities across units.	COC, Court Managers	2020-2022
Develop and implement a comprehensive Deputy Clerk training plan for each division and/or hearing type.	Court Management Team	2020-2022
Establish measureable outcomes to track training progress via incremental check-ins and review of training plan.	Court Management Team	2020-2022
Identify key financial functions of the Business Manager that must be transitioned/shared with the Circuit Court Division Coordinator and related fiscal staff.	Business Manager, Circuit Court Coordinator	2021
Develop succession planning as to the Business Manager positions with a focus on critical functions to ensure the smoothest transition/onboarding.	Business Manager, COC, Chief Deputy	2021

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Pillar: Team

Objective 2: Promote and recognize employee engagement and employee commitment to county Standards of Service Excellence.

Owner: Kevin Smith

Performance Measure/Business Improvement:

- 1) All staff will be trained in or signed up for specific training opportunity nine months after implementation.
- 2) Increase number of staff participation in employee engagement programs and events

STRATEGY	STRATEGY OWNER	TIME FRAME
Continue to hold quarterly rounding sessions with staff.	COC, Court Managers	2020-2022
Provide opportunities for staff to participate in County and State training opportunities.	COC, Court Managers, PPA	2020-2022
Promote and encourage participation in Courts Employees of the Month program	PPA, Departmental EA	2020-2022
Conduct a mid-year employee satisfaction survey to ensure staff needs/concerns are being addressed in a timely fashion.	PPA	2020-2022
Hold quarterly management meetings to discuss employee participation and progress and if any modifications are needed	Court Management Team	2020-2022

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Pillar: Team

Objective 3: Review and improve options for a higher level of internal communication of courts activities and news.

Owner: Kevin Smith and Lauren Kozlowski

Performance Measure/Business Improvement: Increase 2019 survey results of 4.22 to 4.5 in “Information Shared Openly” section of yearly County Engagement Survey.

STRATEGY	STRATEGY OWNER	TIME FRAME
Transition to County based EPI web development platform to accommodate quicker upload of information	Kevin Smith	2021-2022
Train courts management team on use of EPI software for updates on division specific webpages	Kevin Smith and Lauren Kozlowski	2022
Implement quarterly all staff meetings encompassing all divisions for Court and County wide updates	Monica Paz and Francesca Backus	2021
Solicit communication improvement ideas from staff as part of a year end Courts staff survey	Kevin Smith	4 th quarter 2021

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Pillar: Health & Safety

Objective 1: Focus on Criminal Justice process and service improvements through CJCC committees.

Owner: Chief Deputies

Performance Measure/Business Improvement: Enhance public safety and the effective and efficient administration of the criminal justice system in Waukesha County through community collaboration by ensuring offender accountability and providing rehabilitative service, while supporting the rights and needs of victims.

STRATEGY	STRATEGY OWNER	TIME FRAME
Participate in CJCC activities and staff subcommittees with a diverse group of court employees to work in collaboration with justice partners to use evidence-based decision making and practices in our criminal justice system resulting in measureable positive outcomes.	CJCC, COC, Chief Deputy, Judges, Commissioner, Justice Partners	2020-2022
Case Processing Subcommittee – decrease age at disposition.	CJCC, COC, Chief Deputy, Judges, Commissioner, Justice Partners	2020-2022
Pretrial Committee – Monitoring the new Public Safety Assessment implementation	CJCC, COC, Chief Deputy, Judges, Commissioner, Justice Partners	2020-2022
Victim Rights Committee – Increase pretrial restitution collection. Streamline process for victims. Implement the Marsy's Law changes.	CJCC, COC, Chief Deputy, Judges, Commissioner, Justice Partners	2020-2022

Pillar: Health & Safety

Objective 2: Expand functionality and integration of video appearance tools in court proceedings.

Owner: Zack Tremaine

Performance Measure/Business Improvement: Improve court and jail efficiency and overall security by reducing instances where defendants are physically transported from secure county jail areas and external facilities into courtrooms for appearances / hearings. Allow for legally appropriate and efficient remote appearances by various persons in court proceedings.

STRATEGY	STRATEGY OWNER	TIME FRAME
Expand video appearances with WSD to reduce prisoner movement and reduce security threats.	Courts Team, DCA, WSD	2020-2022
Assess the functionality of various hardware based and software based video meeting tools to conduct virtual appearances with multiple remote parties, including case participants, witnesses, interpreters, various court requested service providers, and appointed counsel, as appropriate.	Court Officials	2020-2022
Monitor and test updates and new features incorporated into the Zoom application and supported by the state CCAP system. Assess and implement features that can benefit the courts system.	Courts IT Team	2020-2022
Install and pilot video equipment in the county jail to allow inmates to appear remotely to the court.	Courts Team, DCA, WSD	2021-2022

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Pillar: Health & Safety

Objective 3: Update the Circuit Court Services Business Disruption and Continuation Plan.

Owner: Circuit Court Business Manager and Courts Leadership

Performance Measure/Business Improvement:

- 1) Establish initial short-term disruption scenarios to be ready for potential issues occurring due to the Courthouse Renovation effort in 2022-2025.
- 2) Capture a wider array of potential disruption events and prepare business continuation strategies.
- 3) Develop a comprehensive planning document over the next 3 years
- 4) Communicate key elements and train staff as each phase of the plan developed.

STRATEGY	STRATEGY OWNER	TIME FRAME
Familiarize key Circuit Courts Leadership and Team Members on all necessary elements to incorporate into a comprehensive Business Continuation Plan.	COC, Business Manager, Court Officials, Courts Team, DCA, Justice Partners	2020-2022
Break down the required BC plan concepts and prioritize activity. Conceptually, we need to address personnel evacuation and sheltering, and short term, medium term, and long-term business re-establishment protocols.	COC, Business Manager, Court Officials, Courts Team, DCA, Justice Partners	Q4 2020 –Q3 2021
Define specific business disruption scenarios to assist with projecting impacts on staff, customers, justice system partners, facility needs, court case priorities and calendars, CCAP and related business technologies, and service coordination with County DOA and Public Works.	COC, Business Manager, Court Officials, Courts Team, DCA, Justice Partners	Q4 2020 –Q3 2021
Assess the availability of alternate facility arrangements.	Courts Team, Public Works	Q2 2021-Q1 2022
Develop and distribute a complete document / manual. Test key components of the plan to ensure viability. Communicate and train on specific elements of key business disruption scenarios.	Courts Team, Judiciary, DCA, Justice Partners	2022 - 2023

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Pillar: Health & Safety

Objective 4: Update information and operating procedures specific to the Civilian Bailiff Program.

Owner: Laura Haight

Performance Measure/Business Improvement: Improve civilian bailiff retention and program productivity.

STRATEGY	STRATEGY OWNER	TIME FRAME
Update and revise jury assembly for efficiencies.	Laura Haight	1 st quarter 2021
Create a Civilian Bailiff manual.	Laura Haight, COC	2021
Reduce the length of time it takes to get jurors to the courtroom once called for by the court.	Laura Haight, COC	2020-2022
Increase pool of civilian bailiffs.	Laura Haight, COC	2021-2022

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Pillar: Health & Safety

Objective 5: Participate in County decisions related to transition of 17-year-old defendants from jail to juvenile custody.

Owner: Clerk of Circuit Court and Juvenile Clerk of Circuit Court

Performance Measure/Business Improvement:

- 1) Safely manage two distinct populations in one facility.
- 2) Age appropriate programs and services to include education, mental health and the physical health needs of this population.

STRATEGY	STRATEGY OWNER	TIME FRAME
Work with DHHS on implementation of the JJDPa plan for 17 year olds charged as adults.	DHHS, JV Clerk, Juvenile Facility Staff, COC, WSD, Chief Deputy, Justice Partners	2020-2022
Create a procedure for communication between the COC and Juvenile office when a case is filed.	COC, Juvenile Clerk, Chief Deputies	2020-2022
Create a plan for how the 17 year old will appear (in-person, in-custody, and video) for scheduled court appearances.	COC, Juvenile Clerk, Chief Deputies, SPD, WSD, DHHS, DA's office	2020-2022

Pillar: Health & Safety

Objective 6: Assess and develop options for addressing Secondary Trauma concerns for Jurors and court staff.

Owner: Clerk of Circuit Court and Jury Coordinator

Performance Measure/Business Improvement:

- 1) Focus attention on the welfare of participants in various court proceedings and roles, including but not limited to jury trials and customer service.
- 2) Define traumas which are recognized to impact staff and jurors along with appropriate mitigation tactics.

STRATEGY	STRATEGY OWNER	TIME FRAME
Training focused on secondary trauma for staff based on awareness and the need for services or like support system before and after service or participation as appropriate.	COC, HR Trainer, Jury Coordinator	2020-2022
Pursue options to provide Jurors and court staff the tools needed to respond to the challenges, psychological or emotional impacts of providing service to those who discuss or are subjected to particularly traumatic or violent events.	HR Trainer, EAP, Jury Coordinator	2020-2021
Implementation of the trauma brochure for jurors.	COC, Chief Judge, Jury Coordinator, Judges	2020-2021
Create individualized training on secondary trauma to include handouts, screening tools, or other materials which can be customized for continued use including resources for staff for assistance on delicate handling of customers, rephrasing statements, etc.	HR Trainer, EAP, Jury Coordinator	2020-2022

Pillar: Finance

Objective 1: Continue to develop uniform payment and delinquent payment recovery processes across all court divisions.

Owner: Circuit Court Business Manager and Circuit Court Division Coordinator

Performance Measure/Business Improvement:

- 1) Use available data to present information on key payment processes.
- 2) Create internal consistency across judicial branches and payment types.
- 3) Increase ratio of obligations that remain current till full pay-off.
- 4) Maximize full recovery, and minimize referrals.

STRATEGY	STRATEGY OWNER	TIME FRAME
Establish a clear set of metrics to communicate our effectiveness in obtaining payments on court ordered financial penalties and court ordered services.	Circuit Court Business Mgr. Business Center Coordinator	2020-2022
Systematically apply uniform payment management and enforcement procedures to improve collection of pre-delinquent court ordered financial obligations for financial penalties and services.	Circuit Court Business Mgr. Business Center Coordinator	2020-2022
Systematically apply uniform payment management and enforcement procedures to improve collection of delinquent court ordered financial obligations for financial penalties and services.	Circuit Court Business Manager Business Center Coordinator	2020-2022
Identify and correct for instances where case participants ignore, or neglect to follow court ordered payment direction.	Circuit Court Business Mgr. Business Center Coordinator Clerk of Court, Div. Court Officials	2020-2022

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Pillar: Finance

Objective 2: Review and develop efficient scheduling and payment parameters for all court interpreter services.

Owner: Business Manager and Divisional Chief Deputies

Performance Measure/Business Improvement:

- 1) Implement a uniform Service Level Agreement for ADA and Limited English Proficiency Interpreter Services.
- 2) Consolidate appearances on cases with requested interpreter services to make better use of interpreter resources.

STRATEGY	STRATEGY OWNER	TIME FRAME
Review existing service level agreements used by interpreting firms or sole practitioners to consider how best to build service efficiency and control service costs.	Circuit Court Business Mgr.	Q2 2021- Q3 2021
Discuss collaboration on business improvements with state Interpreter Coordinator, and comparable county Clerk of Court offices.	Circuit Court Business Mgr. and Clerk of Court	Q2 2021 – Q4 2021
Discuss Service Level Agreements and/or Service Contract options to best position our service management with county Purchasing.	Circuit Court Business Mgr.	Q2 2021
Revisit previous efforts to consolidate different case type hearings requiring interpreter services to utilize interpreter time more efficiently and potentially reduce expenses.	Circuit Court Business Mgr. Divisional Chief Deputy's	Q3 2021- Q4 2021
Implement both service initiatives to maximize the positive impact of each.	Circuit Court Business Mgr.	Q4 2021- Q1 2022

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Pillar: Finance

Objective 3: Review and improve case scheduling practices to address case disposition backlogs and efficient use of all collateral services.

Owner: Presiding Judge and Clerk of Circuit Court

Performance Measure/Business Improvement: Reduction in the Median Age at Disposition caused by the pandemic.

STRATEGY	STRATEGY OWNER	TIME FRAME
Work with the Chief Judge on a future decision for judicial reallocation of judges by division.	Chief Judge, DCA, COC, Chief Deputies, Supervisors, Judges	2020-2021
Work with the Judges on ensuring their calendars maximize efforts of efficiency.	Chief Deputy, Circuit Court Supervisors, Judges, Branch Staff	2020-2022
Case management discussed with justice partners	Chief Judge, DCA, Chief Deputies, Court Officials, Justice Partners	2020-2022

Pillar: Finance

Objective 4: Review financial functionality of CCAP application in advance of a system-wide re-design.

Owner: Business Manager and Chief Deputies

Performance Measure/Business Improvement:

- 1) Waukesha Circuit Court staff have contributed to CCAP network and application improvements since its inception; our goal is to continue to participate in the current efforts to upgrade the case and financial components of the statewide court application.
- 2) Ensure the new application upgrade provides the same consistent business functionality and incorporates improvements, which advance our case management, customer services, and financial oversight.

STRATEGY	STRATEGY OWNER	TIME FRAME
Coordinate a planning meeting with state CCAP personnel to create a communication channel between our offices on the CCAP Technology Plan and specifically on the plan elements specific to the case management and fiscal applications re-write.	Circuit Court Business Mgr. Clerk of Court Chief Deputy's, Business Center Coordinator	Q1 – Q2 2001
Volunteer to participate on the Plan/Design Team to be established for each functional area.	Circuit Court Business Mgr., Chief Deputy's, Business Center Coordinator	Q2 2021
In addition to re-write of current functionality, determine new processes we would suggest for development and inclusion in the new CCAP3 software version.	Circuit Court Business Mgr. Clerk of Court Chief Deputy's, Business Center Coordinator	Q4 2021
Collaborate with other comparable county Clerk of Court offices in assessing software changes and impact to current operational practices.	Circuit Court Business Mgr. Clerk of Court Chief Deputy's, Business Center Coordinator	Q4 2021- Q1 2022
Test and train staff prior to state roll-out and implementation.	Circuit Court Business Mgr. Chief Deputy's, Business Center Coordinator	Q1 2022- Q4 2022
Conduct post-implementation review	Circuit Court Business Mgr. Chief Deputy's	Q4 2022

Pillar: Finance

Objective 5: Assess performance of internal and external account collection options.

Owner: Business Manager and Business Center Coordinator

Performance Measure/Business Improvement:

- 1) Receivable metrics specific to different types of obligations.
- 2) Create comparative measures to assess efficacy of various pre-delinquent and delinquent collection practices.
- 3) Position Courts to maximize both collection efficiency and recovery.
- 4) Utilize CCAP tools and specific state agency interfaces to grow recovery success.
- 5) Reduce tax levy used to support collection services.

STRATEGY	STRATEGY OWNER	TIME FRAME
Establish a collaborative effort to improve delinquent collection processes and cost recovery totals with the DOA-Collections team.	Circuit Court Business Mgr. Business Center Coordinator	Q1 2021
Coordinate review of effort and outcomes derived from taking civil judgment on various court ordered obligations	Circuit Court Business Mgr. Business Center Coordinator	Q1 2021- Q2 2021
Develop comparative review of current delinquent collection arrangement with options for change.	Circuit Court Business Mgr. Business Center Coordinator	Q4 2021— Q2 2022
Implement any necessary policy changes and/or process improvements identified in each phase of the review to ensure the highest functioning effort.	Circuit Court Business Mgr. Business Center Coordinator	2022-2023

Appendix A – Circuit Court and Court Management Services

These are the major statutory services supported by or provided by the Waukesha County Circuit Courts, its Judges and Court Commissioners, the four divisions in the Clerk of Circuit Court's Office, the Juvenile & Probate Office and Family Court Services:

- Provide a legal forum for the independent, neutral, and timely enforcement of the laws of the State of Wisconsin, Waukesha County, and its various municipalities.
- Provide for the legal disposition of criminal felony, misdemeanor, and traffic matters.
- Improve the safety of the community through the incarceration or monitoring of persons convicted of illegal activities, and/or the imposition of monetary penalties intended to curb dangerous or inappropriate activities. Assist in managing pre- and post- dispositional alternate sanctions.
- Provide for the legal resolution of family related issues including marital disagreement, divorce, paternity determination, child support, and child custody and visitation.
- Provide for the legal resolution of civil disputes between persons, businesses, and/or governmental units involving issues of money, injury, services, property, legal rights or equity.
- Provide direction to law enforcement agencies in conflicts between persons involving abuse or harassment and restraining orders.
- Ensure the rights of persons detained and/or monitored for various mental infirmities are observed and that treatment options are made available for them as required by law.
- Direct the legal detention or supervision of juveniles who are adjudicated delinquent, have broken the law, or are unable to conform their behavior in their family, schools, or community settings.
- Provide legal oversight for adults and juveniles who are in need of protection or services.
- Address the security or remuneration needs of crime victims as required by law.
- Ensure that the closing of an estate and the transfer of assets is performed in accordance with the wishes of the deceased and the requirements of the law.
- Ensure that cases brought before the circuit court are addressed within the legal standards established by federal, state, and local law without regard for gender, ethnicity, religious belief, national origin, sexual preference, or financial ability.

- Ensure that all court minutes, exhibits, records, papers, and case indices are kept, maintained accurately, and available publicly as required by state law.
- Receipt, record, and disburse funds as directed by state law or the court.
- Assist the public by providing information and/or procedural guidance on court services as allowed by law.
- Qualify and summon county residents for service as jurors for the circuit courts.
- Coordinate services and business efforts with other justice system agencies as directed by law and collaborative business processes.

Appendix B – Court Performance Standards

National Court Performance Standards developed through the US Department of Justice, Bureau of Justice Assistance and the National Center for State Courts are based upon five critical issues and performance areas that represent the basic outcomes or requirements of any court system. These standards include:

- “Access to Justice – Trial courts should be open and accessible. Location, physical structure, procedures, and the responsiveness of personnel affect accessibility. Barriers can be geographic, economic, and procedural. They can be caused by deficiencies in both language and knowledge of individual participating in court proceedings. Additionally, psychological barriers can be created by mysterious, remote, unduly complicated, and intimidating court procedures.
 - **Courtesy, Responsiveness, and Respect** – Judges and other court personnel are courteous and responsive to public, and accord respect to all with whom they come into contact.
 - **Safety, Accessibility, and Convenience** – Court facilities are safe, accessible, and convenient to use.
 - **Affordable Cost of Access** – The cost of access to court proceedings and records – whether measured in terms of money, time, or the procedures that must be followed – are reasonable, fair, and affordable.”
- "Expedition and Timeliness - Courts are entrusted with many duties and responsibilities that affect individual and organizations involved with the judicial system, including litigants, jurors, attorneys, witnesses, criminal justice agencies, social service agencies, and members of the public. The repercussions from untimely court actions in any of these involvements can have serious consequences for the persons directly concerned, the court, allied agencies, and the community at large.
 - **Effective Case Processing** - The court establishes and complies with recognized guidelines for timely case processing while, at the same time, keeping current with its incoming caseload.
 - **Compliance with Schedules** - The court disburses funds promptly, provides reports and information according to required schedules, and responds to requests for information and other services on an established schedule that assures their effective use."
- “Equality, Fairness, and Integrity - Trial courts should provide due process and equal protection of the law to all who have business before them, as guaranteed by the U.S. Constitution and State Constitutions. Equality and fairness demand equal justice under law. These fundamental constitutional principles have particular significance for groups who may have suffered bias or prejudice based on race, religion, ethnicity, gender, sexual orientation, color, age, handicap, or political affiliation.

- **Responsibility for Enforcement** - The court takes appropriate responsibility for the enforcement of its orders.
 - **Production and Preservation of Records** - Records of all relevant court decisions and actions are accurate and properly preserved."
 - "Independence and Accountability - The judiciary must assert and maintain its distinctiveness as a separate branch of government. Within the organizational structure of the judicial branch of government, trial courts must establish their legal and organizational boundaries, monitor and control their operations, and account publicly for their performance. Independence and accountability permit government by law, access to justice, and the timely resolution of disputes with equality, fairness, and integrity; and they engender public trust and confidence. Courts must both control their proper functions and demonstrate respect for the coequal partners in government.
 - **Accountability for Public Resources** - The court responsibly seeks, uses, and accounts for its public resources.
 - **Public Education** - The court informs the community about its programs."
 - "Public Trust and Confidence - A judicial system derives its authority and legitimacy from those it serves. The central question posed by this area is whether court performance - in accordance with standards in areas of access to justice, expeditious and timeliness, equality, fairness, and integrity, and independence and accountability - actually instills public trust and confidence.
- Expeditious, Fair, and Reliable Court Functions** - The public has trust and confidence that basic court functions are conducted expeditiously and fairly, and that court decisions have integrity."